

***Power Forward 2030:  
Western Area Power Administration  
2023 – 2030 Strategic Plan***

***Our Mission***

Safely provide reliable, cost-based hydropower and transmission to our customers and the communities we serve.

***Vision***

Empowering communities, securing a resilient energy future.

***Our Value Proposition***

Customers

Affordable, low-cost hydropower

Reliable energy delivery

Industry expertise

Stakeholders

Trusted partner-bridge builder

Employees

Rewarding work

Professional growth

Supportive culture and community

***Strategic Goals***

Safeguard a Sustainable Energy Future | Modernize the Grid | Invest in Our Employees

***Core Values***

Listen to understand, speak with purpose | Seek. Share. Partner.

Respect self, others, and the environment | Do what is right. Do what is safe.

Be curious, learn more, do better. Repeat | Serve like your lights depend on it.

## *Key Definitions*

**Strategic Planning** is a process organizations use to define their direction and organizational goals, the strategies to meet those goals, and how it will monitor and evaluate progress. Senior leaders are ultimately responsible for seeking input and setting the strategy of the organization.

**Strategic Goals** are the critical areas in which the organization must focus and redirect resources to be successful and from which the strategic objectives and initiatives flow. They are described as a desired outcome or end-state.

**Perspectives** are the lenses or performance dimensions through which organizational performance and systems are evaluated. The perspectives ensure that elements that add organizational value are considered and aligned when developing the strategy.

**Strategic Objectives** are the high-level strategies organizations must implement to achieve the organizational goals. They break down abstract concepts like mission and vision into actionable concepts.

**Strategic Initiatives** are the specific projects and activities (new or existing) that represent 'how' an organization accomplishes its strategic objectives. Note that strategic initiatives focus on change and improvement whereas operational initiatives tend to be ongoing processes that remain relatively static.

# WAPA's Strategy Summary

## STRATEGIC GOALS

**Safeguard a Sustainable Energy Future**

**Modernize the Grid**

**Invest in Our Employees**

## STRATEGIC OBJECTIVES



### Customers

Prepare and adapt to a changing energy landscape

Provide excellent customer service

Preserve hydropower value

Leverage strategic partnerships



### Resource Stewardship

Optimize investments in system reliability

Improve cost efficiency

Facilitate transmission solutions



### Processes

Mature governance, risk management and compliance

Optimize service delivery



### People/Culture

Embrace inclusion and diversity

Cultivate our value-based, high-performance culture

Grow skills and expertise

Integrate strategic workforce management

## ***Strategy Description***

### ***Strategic Goals***

#### **Safeguard a Sustainable Energy Future**

Our energy products and services are high-value and meet the needs of our customers, today and in the future.

#### **Modernize the Grid**

Our transmission infrastructure delivers energy where and when it's needed through an integrated, resilient, and reliable system.

#### **Invest in Our Employees**

Our talented workforce excels in our inclusive, growth-oriented, and employee-centered culture.

## *Strategic Objectives Description*

### Customer Perspective

**Objective 1 – Prepare and adapt to a changing energy landscape.** Maximize value to our customers by understanding and adapting to the changing energy landscape and providing long-term, cost-effective solutions.

**Intended Results:**

- When hydropower is not available due to drought and other conditions, we provide alternative energy sources, always looking for the most cost-effective options.
- We ensure solutions, such as market participation, maximize value for WAPA’s customers.
- Contingency plans are implemented to address critical, long-term adverse conditions.

**Key Strategic Initiative:**

- Engage in dialogue with Colorado River Basin customers, and Bureau of Reclamation partners, to identify long-term drought impacts on power and transmission to collectively develop beneficial operating scenarios.

**Objective 2 - Provide excellent customer service.** We understand and keep pace with our customer’s challenges and partner with them to meet their changing energy needs.

**Intended Results:**

- We provide customer service through effective communication, timely service delivery, and seamless business interactions.
- We continuously engage with our customers to understand their needs.
- We prioritize impartial and fair treatment of all our customers and the communities we serve.
- We explore, innovate, and adapt our energy and transmission services to meet the wide range of energy needs of our preference and other customers.

**Key Strategic Initiative:**

Renew our customer relationships and increase understanding of needs.

**Objective 3 - Preserve the value of hydropower.** We champion hydropower as a critical renewable resource and a stabilizing component of a decarbonized energy grid.

**Intended Results:**

- We educate decision makers, stakeholders, and the public to increase understanding of the role hydropower plays in grid stability and a carbon-free energy portfolio.

**Key Strategic Initiative:**

- Educate stakeholders on the value of hydropower.

**Objective 4 - Leverage strategic partnerships.** We partner and leverage our combined industry expertise with others to find solutions to shared challenges.

**Intended Results:**

- We find common solutions to critical industry issues through productive, mutually beneficial partnerships.
- We successfully execute our mission and vision and support others in achieving theirs.

**Key Strategic Initiative:**

- Develop a toolkit of updated policies, identification of resources, and potential partners to appropriately support access to fiber resources, especially for rural, disadvantaged, and Native American communities.

## Resource Stewardship Perspective

**Objective 1 - Optimize investments in system reliability.** We prioritize and target investments to maximize transmission reliability and resiliency to deliver hydropower where and when it's needed.

**Intended Results:**

- We modernized and secure transmission systems to minimize disruptions and protect grid integrity.
- We use sound data, analytics, and prioritization to execute projects with the highest potential for improved system performance and return on our investment.
- Our investments mitigate aging infrastructure, cyber and physical security threats, and other vulnerabilities to achieve measurable risk reduction and position the grid to successfully meet future generations' needs.

**Key Strategic Initiative:**

- Create a strategic grid modernization plan that prioritizes investments.

**Objective 2 - Improve cost efficiency.** We achieve quality products and services, while ensuring sound financial management.

**Intended Results:**

- Controllable costs are managed to an acceptable level.
- We improve products and service value through increased efficiencies and adherence to value-added activities.

**Key Strategic Initiative:**

- Optimize FTE resource utilization.

**Objective 3 – Facilitate transmission solutions.** We leverage Federal and non-Federal financial and technical resources to expand and modernize the grid.

**Intended Results:**

- Through the Transmission Infrastructure Program, we provide low-cost capital through WAPA's \$3.25 billion borrowing authority to facilitate the delivery of renewables to the grid.
- We facilitate development of new and upgraded transmission lines and related facilities to strengthen the grid.
- Our expertise and experience contribute to effective transmission solutions for the West.

**Key Strategic Initiative:**

- We target and facilitate the development of transmission and related facilities, including energy storage, that directly support the grid and customer needs.

## Internal Process Perspective

**Objective 1 - Mature governance, risk management, and compliance.** We mature governance, risk management, and compliance to manage uncertainty, improve internal control, and achieve organizational integrity.

**Intended Results:**

- We proactively ensure compliance, implement industry best practices, and build credibility and public trust while achieving the mission.
- We enable quality decision making across the organization and practice good governance through clear lines of accountability, responsibility, and transparency.
- We mitigate uncertainty and volatility through improved understanding, prioritization, control, and treatment (or acceptance) of our programmatic and enterprise-wide risks.

**Key Strategic Initiative:**

- Mature and formalize WAPA governance structures.

**Objective 2 – Optimize service delivery.** We continually improve our work processes, procedures, and programs to provide impactful and value-added services to our internal and external customers.

**Intended Results:**

- We use clear and consistent criteria to prioritize our workload.
- We modernize, standardize, and streamline business processes, systems, and tools to provide high quality services efficiently and consistently.
- We increase our capacity to make data-driven decisions through improved data collection, reporting, and visualization tools and techniques.

**Key Strategic Initiative:**

- Standardize critical internal processes to increase consistency, compliance, efficiency, and achieve economies of scale.

## People and Culture Perspective

**Objective 1 - Embrace inclusion and diversity.** We strive for a workforce reflective of the American public and the communities we serve where all individuals feel welcome, respected, and can perform at their best.

**Intended Results:**

- We increase workforce representation in underrepresented groups.
- WAPA's inclusive and diverse work environment attracts top talent and becomes one of our competitive advantages.

- Employees feel a strong sense of belonging, unity, and psychological safety at WAPA.
- The workforce embraces inclusion and diversity as everyone's responsibility and engages in constructive dialogue to understand different perspectives.

**Key Strategic Initiative:**

- Establish a robust recruitment program, partnering with organizations representing inclusion and diversity (I&D) interests.

**Objective 2 – Cultivate our value-based, high-performing culture.** We evolve and cultivate our culture and work practices to improve employee engagement, productivity, and well-being.

**Intended Results:**

- The employee work experience is positive, and overall satisfaction with WAPA is high.
- Employees are actively engaged in their work and feel empowered to innovate and improve.
- Leaders foster cross-boundary collaboration to increase organizational learning, cooperation, and innovation.
- Employees embody WAPA's core values.
- Workplace policies, practices, and procedures balance the individual and team to meet the needs of a changing workforce.

**Key Strategic Initiative:**

- Adapt WAPA systems, equipment, processes, training, and culture to excel in a hybrid environment.

**Objective 3 - Grow skills and expertise.** We ensure employees have the tools and training to perform their current roles and actively upskill staff to meet emerging workforce requirements.

**Intended Results:**

- WAPA's highly skilled and talented employees are leaders in the industry.
- We offer specialized learning opportunities to maximize professional development and growth.
- We improve access to and accelerate transfer of WAPA's collective industry knowledge to prepare future experts and leaders.

**Key Strategic Initiative:**

- Develop WAPA's next generation of employees, building leadership and technical skills through formal internship programs.

**Objective 4 – Integrate strategic workforce management.** We advance our workforce planning capabilities and integrate workforce management, program planning, and budgeting to better target and align resources.

**Intended Results:**

- We proactively analyze current and future work requirements to identify and respond to gaps in workforce capacity and skills.



- We have the right skills in the right positions at the right time to best accomplish our business objectives and mission.

**Key Strategic Initiative:**

- Mature succession planning.